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Many Voices.
One Community.

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Getting Allyship Together: Enough Talk, Time to Act on Diversity

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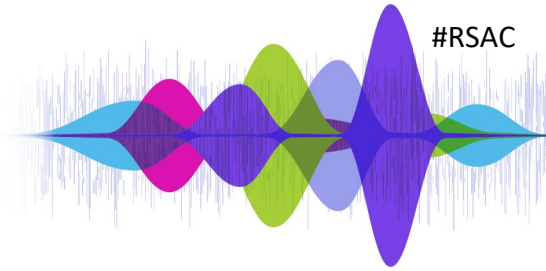

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Trading Places

Credit: azmovies.net

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Defining Diversity

What's the Nature of the Problem? (Spoiler… it's us)

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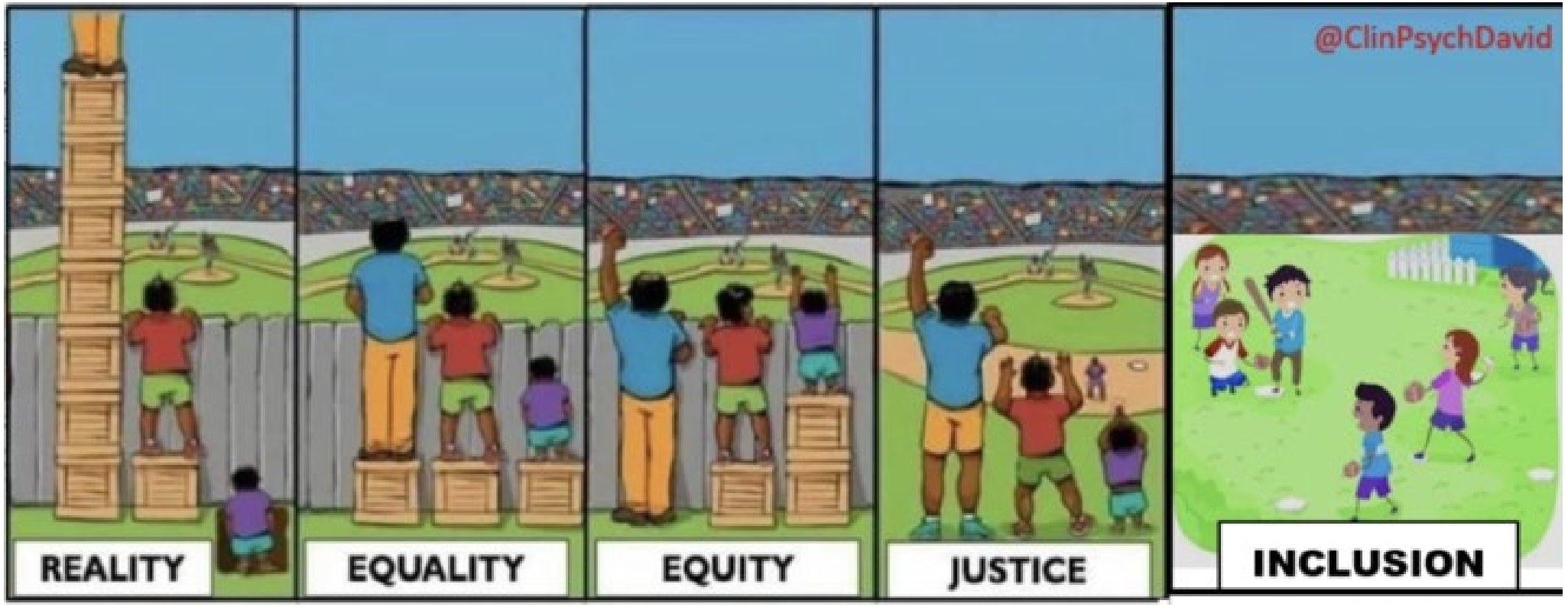
One Community.

What We Mean by “Diversity”

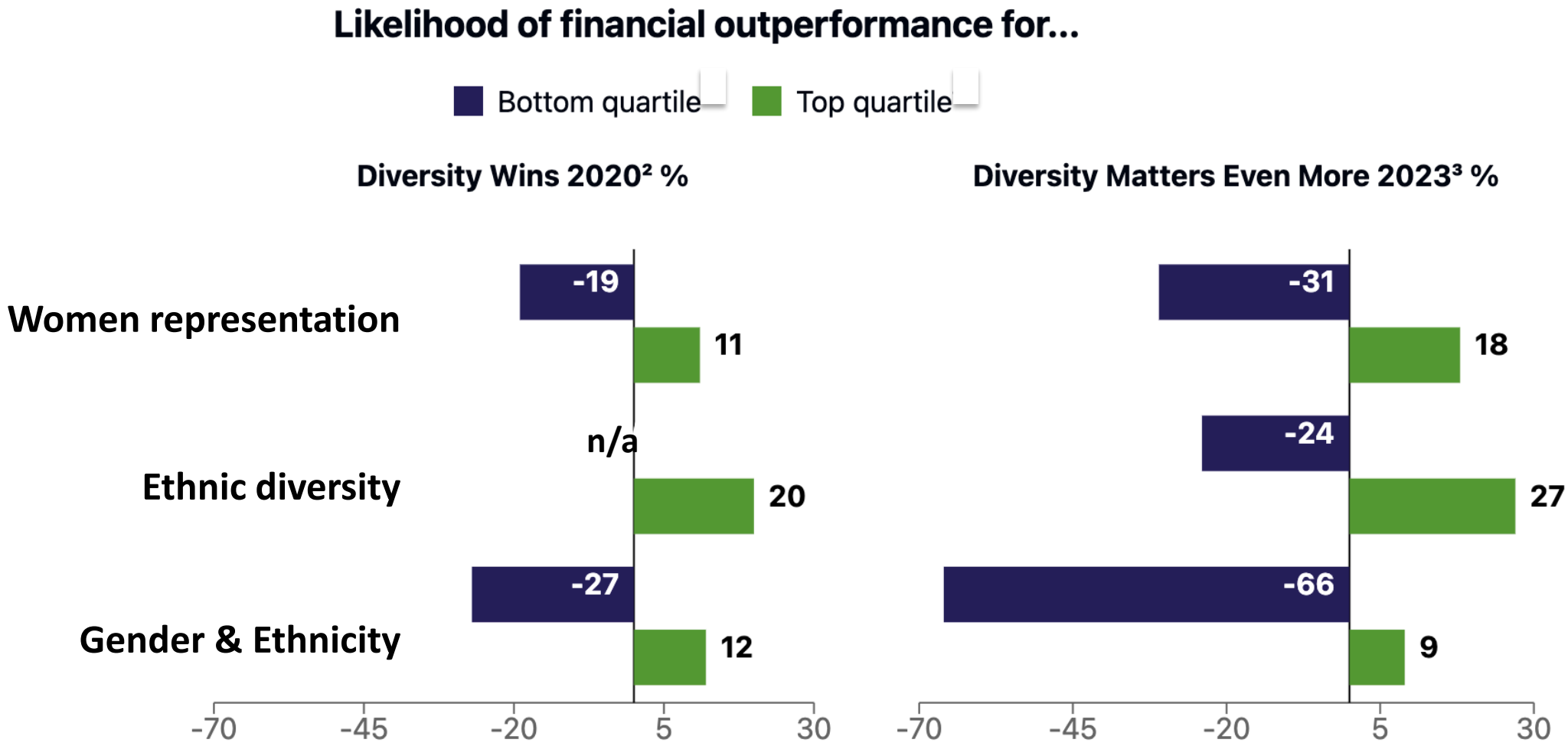


Credit: @ClinPsychDavid knowyourmeme.com

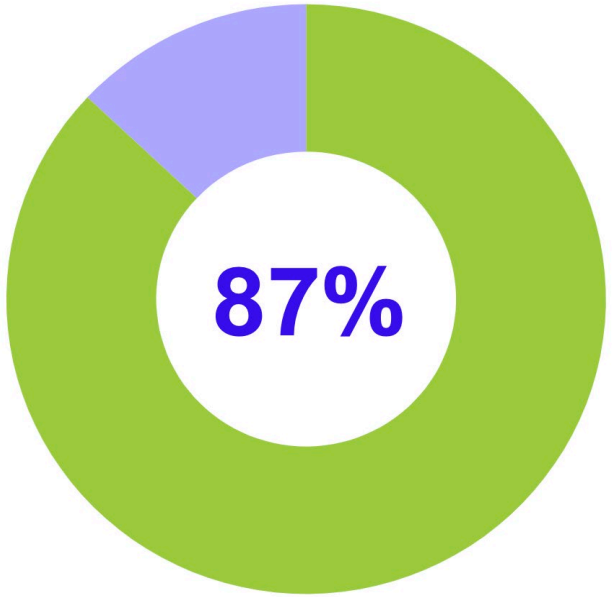
Guiding Principles

- Diversity is a fact of human existence.
- Equity is a **choice**.
- Inclusion is an **action**.
- Belonging is an **outcome**.

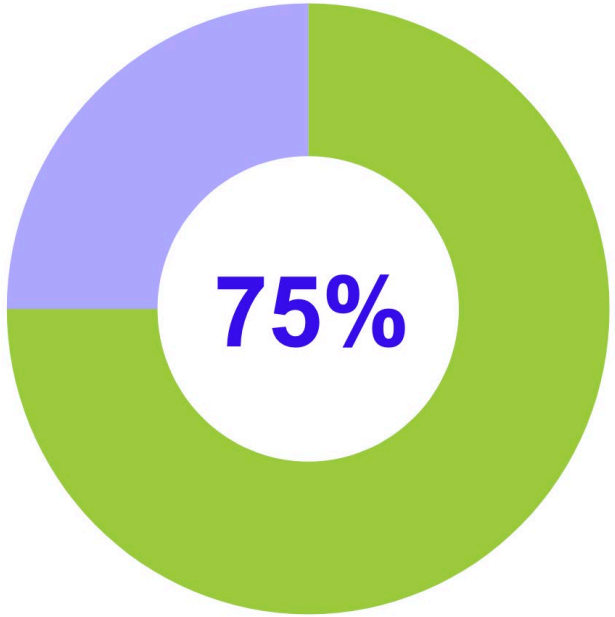
Why Do We Care?



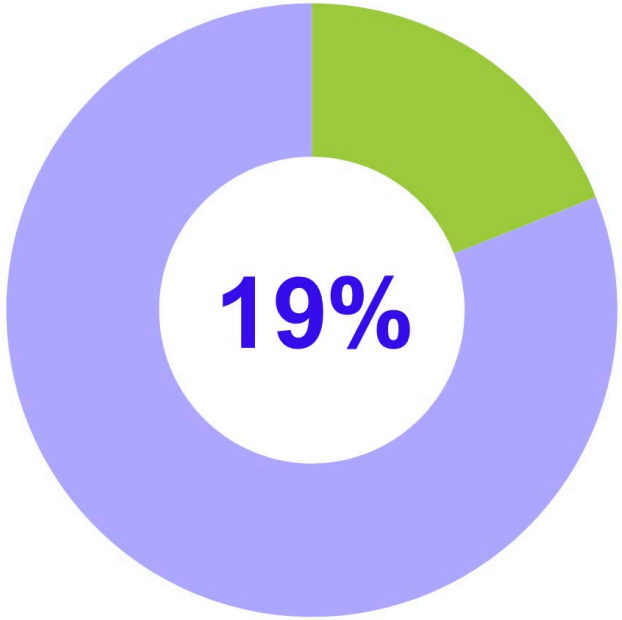
Diverse Teams Perform Better



Diverse and inclusive teams **make better decisions** 87% of the time.



75% of inclusive innovators are more likely to see **ideas become productized**.



Companies with above-average diversity report 19% **higher innovation revenue**.

Credit: BCG via Korn Ferry “Supercharging Innovation through Inclusion”

And Yet...

Per the WiCys 2024 State of Inclusion Report, women are

4.5x

more likely to be excluded from acts of **recognition**

2.5x

more likely to be excluded from acts of **respect**

2.4x

more likely to be excluded from **career growth** opportunities

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Current Problem State

Barriers to Maximizing Collective Intelligence

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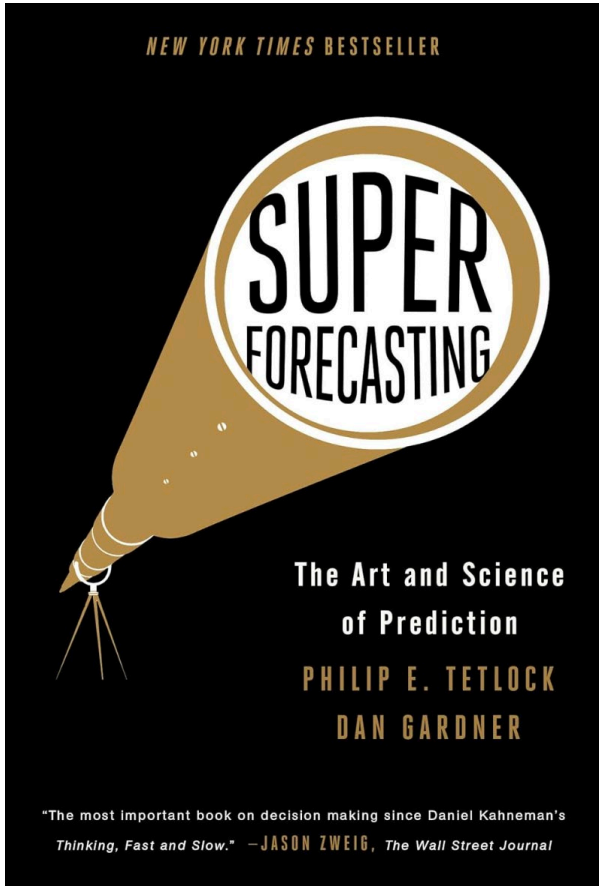
Homogeneity Leads to Weakness

- Diversity of experiences and thinking
- Tolerance for questioning assumptions
- Comfort with uncertainty
- Outperformance vs "experts"


NEW YORK TIMES BESTSELLER
SUPER FORECASTING
The Art and Science of Prediction
PHILIP E. TETLOCK
DAN GARDNER
"The most important book on decision making since Daniel Kahneman's Thinking, Fast and Slow." —JASON ZWEIG, The Wall Street Journal

Homogeneity is Corrosive

- Lack of diversity damages the "Second Ring of Belonging"
- Cultivates bias
- Loss of "productive disagreement"

Corrosive Behaviors

- Mobbing
- Micro, Not-So-Micro, and Passive Aggression
  - "Jane is too fat to be on my team“
  - “I am tired of all these labels”
  - “You’re so articulate”
  - Executive interrupting or shushing
  - “I don’t like how Tanisha delivered [insert fact here]”

The "Diversity Tax"

Constant policing of behavior

More time given to mentoring

No tolerance for mistakes

Competence is questioned

Is Mentorship Even Working?

- Over-indexing
- Not scalable
- 20+ years of promoting mentoring hasn’t yielded the desired outcome

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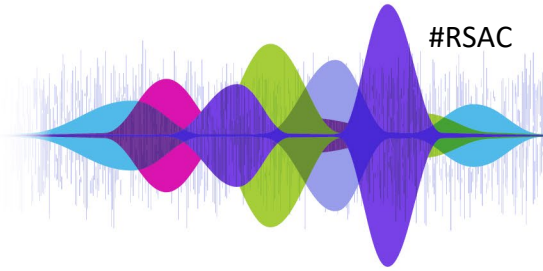
Building a Better Future



Checking Ourselves

- No immunity to bias
- Emotions as guideposts, not the final decider
- Drop your defenses
- Impact vs Intention
- Project Implicit

Nipping Corrosive Behaviors in the Bud

Identify and neutralize “triangulation”

Ask “innocent” questions

Intentionally talk up accomplishments

Recognize and neutralize “icing out”

Alleviating the "Diversity Tax"

Advocate for and recognize expertise

Lend public support

Ask about their experiences and ask where you can help

Take up the mantle to lift historically excluded

Mentor vs Champion / Sponsor

- Champions and Sponsors
- Speak highly of candidates when they aren't in the room
- Use influence to highlight diverse talent
- Provide opportunities

Diverse Talent Pipelines

Recruiting

HBCUs and groups that champion the historically excluded

Hiring

Uniform process

Interview goal

Interviewer bias

“Fit” or “Culture”

Developing

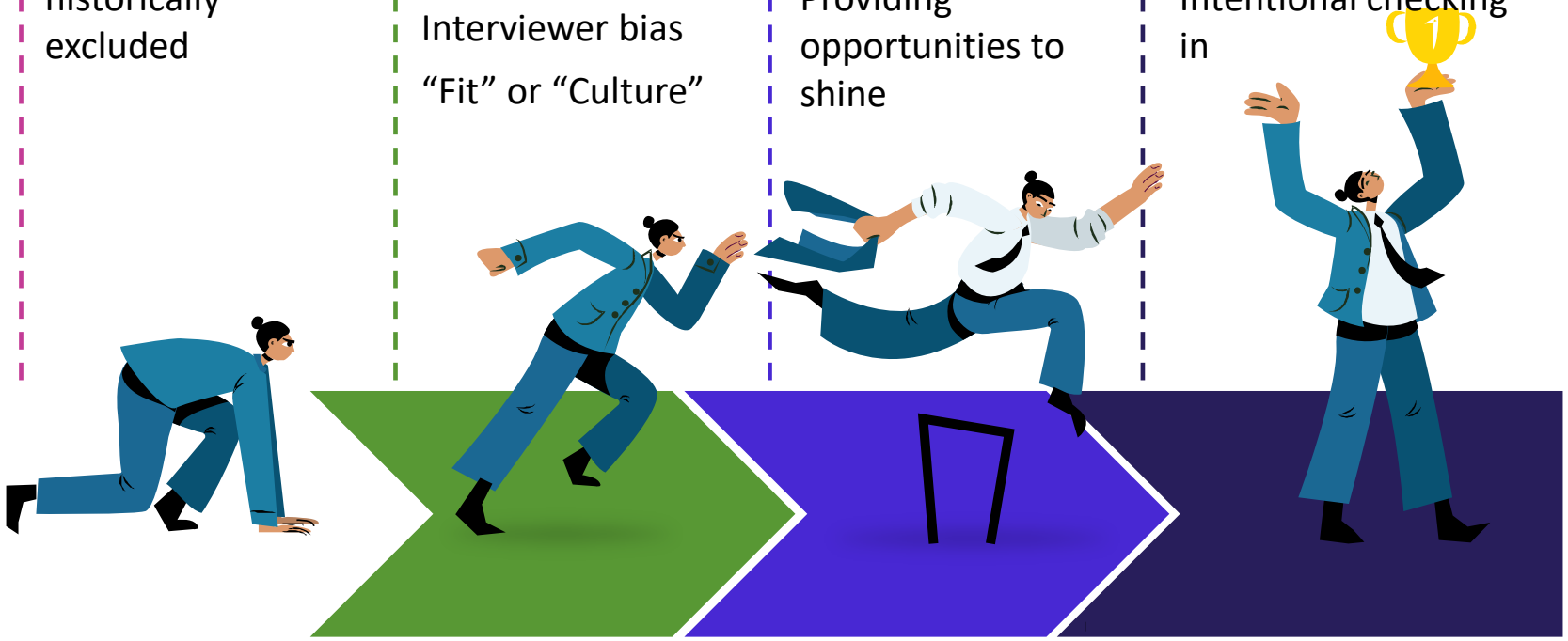
Giving and guiding

Providing opportunities to shine

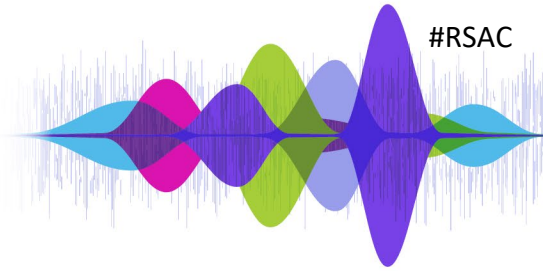
Retaining

Feedback loop

Intentional checking in



Objective Performance Measures



- We look more favorably on people we like or people who have more social capital
- Business-aligned KPIs
- Recognizing good talent
  - Do not select out smart people out because they don't have a trainable skill
  - Past performance may not be an indicator of future results
  - Use calibration (but be careful of mobbing)
- Focus on outcome / impact

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Next Steps

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Diverse, Inclusive Teams Make Business Sense

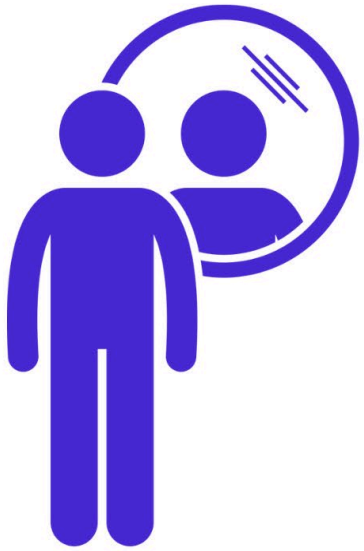
Present Problem State

- Homogeneity is weakness
- Significant barriers to providing opportunities for and retaining historically excluded talent
  - Corrosive behavior
  - Bias in selection processes
  - Aggressions directed at diverse talent
- Action steps to combat poor behavior

Building a Better Future

- Checking our own biases
- Concrete actions to building more diverse talent pipeline
  - Partnering with organizations that support the historically excluded
  - Mentor/Sponsor/Champion
  - Improving how we assess talent
- Focusing on Outcome / Impact

Apply What You Have Learned Today



Yourself

Your organization

Trading Places

A. Did nothing
B. Implemented Training
C. Wrote me up for violating the Acceptable Use Policy
D. A and C

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Thank you